

## COURSE GENERAL OVERVIEW

Course details	
Title	MAKING STRATEGY
Programme	MBA
Year	
Timing	1 <sup>st</sup> SEMESTER and 2 <sup>nd</sup> SEMESTER
ECTS	3 ECTS
Core/elective	Core
Department	Management
Area	Business Strategy and Organisation

Instructors	
Name	<b>María Luisa Blázquez de la Hera</b>
Department	Gestión Empresarial
e-mail	mblazquez@icade.comillas.edu
Name	<b>José Ignacio Ríos Calvo</b>
Department	ICADE Business School
e-mail	nachorioscalvo@comillas.edu
Name	<b>Valentín Rivas Vera</b>
Department	ICADE Business School
e-mail	vrivas@rivergoadvisors.com
Name	<b>Nicolás Santamaría Vega</b>
Department	ICADE Business School
e-mail	nsantamaria@icade.comillas.edu
Name	<b>Rafael Vara García</b>
Department	Gestión Empresarial
e-mail	rvara@icade.comillas.edu

## COURSE DESCRIPTION

<b>Context of the course</b>
<b>The course in the professional context</b>
This course contributes to better understand company's strategy and the influence of the socio-political negotiation processes. Focusing on these cited processes and the ways to facilitate the strategy' analysis and implementation, better strategic planning approaches can be pursued, stimulating organizational commitment, job satisfaction, and reducing turnover. Firms must adapt to and exploit changes in their business environment, while seeking opportunities to create changes and force competitors to follow them. Understanding how to address organizational changes and minimize stakeholders' resistance is crucial to guarantee an effective implementation of the strategy.
<b>Course objectives</b>
<ol style="list-style-type: none"> <li>1. Know the business strategies.</li> <li>2. Understand the corporate strategy of expansion and diversification.</li> <li>3. To study the methods of business development.</li> <li>4. Practice strategy evaluation and strategy selection.</li> <li>5. Understand the organizational structure and strategic change management.</li> </ol>

## COURSE CONTENTS

<b>Contents</b>
<b>PART 1: STRATEGY FORMULATION</b>
<b>Topic 1: Business strategy</b>
1.1. Competitive advantage and strategy
1.2. Generic competitive strategies
1.3. Offensive and defensive strategies
1.4. Digital strategy
<b>Topic 2: Strategic development</b>
2.1. Activity fields and directions of strategic development.
2.2 Expansion strategies
2.3 Diversification strategies
2.4 Development methods
2.5. Internationalization
<b>PART 2: STRATEGY IMPLEMENTATION</b>
<b>Topic 3: Strategy implementation and control</b>
3.1 Customer strategy
3.2 Organizational structure
3.3 Corporate culture
3.4 Strategic control

## SKILLS

### Skills and abilities to be developed

#### Generic skills

CG 1. Analysis and synthesis cognitive abilities applied to the business management world

CG3. Strategic problem solving and decision making

CG 5. Interpersonal skills: listening, negotiating, persuading, team work and leadership

CG 8. Critical thinking and debating skills

#### Course specific skills

CE 1. Knowledge, comprehension and use of strategic analysis tools, particularly of those directed to define companies' growth and competitive position, and of those directed to elaborate a strategic plan. Student's expected learning outcomes:

RA1CE1. Students master strategic planning, implementation and control tools. They know well how to use them in relation to specific Business environments and situations. Students understand how and why business environment and company resources can foster or block efficient tasks of strategic planning, decision making and control.

RA2CE1. Students assess limitations of strategic planning, implementation and control tools. Students create conditions to use them in an efficient way.

RA3CE1. Students apply strategic planning, implementation and control tools in a way that leads to efficient strategic decisions

## TEACHING METHODOLOGIES

Course teaching activities	
<b>Teaching and learning in the classroom</b>	<b>Skills to be developed</b>
Lectures Analysis and solving of individual and group cases Oral presentations of topics, cases and assignments Tutorials	CG1, CG3, CG5, CG8 CE1
<b>Teaching and learning outside the classroom</b>	<b>Skills to be developed</b>
Individual study and organized reading Monographs and research assignments	CG1, CG3, CG5, CG8 CE1

SUMMARY OF STUDENTS' WORKING HOURS		
CONTACT HOURS		
Lectures	Group work sessions	Presentations
12	12	6
WORKING HOURS OUTSIDE THE CLASSROOM		
Individual reading and preparation	Collaborative learning (working in groups)	Individual research
20	15	10
Total: 3 ECTS:		75 working hours

## COURSE EVALUATION AND ASSESSMENT CRITERIA

All assignments must be delivered in the time and date specified by the course instructor, otherwise students will get a grade of "0" in the missed assignment.

Activities to be assessed	Evaluation criteria	weight
<b>Case assignments</b>	<p>Group assessment</p> <p>3 cases</p> <p>To pass the course students must get a grade of <b>5 or more in this activity</b></p>	<b>20%</b>
<b>Final exam: case solving</b>	<p>Individual assessment</p> <p>1 case</p> <p>To pass the course students must get a grade of <b>5 or more in this activity</b></p>	<b>40%</b>
<b>Final case presentation</b>	<p>Individual assessment</p> <p>1 presentation</p>	<b>20%</b>
<b>Attendance and participation</b>	<p>Individual assessment</p>	<b>20%</b>

### Resits.

In case of failure, students can resit each failed activity. The final grade weighting will be kept as far as the student gets a grade of 5 or more in each resat activity.

Resits are usually scheduled at the end of the academic year.

### Students with an attendance waiver

In order to pass the course, these students will have to take the final exam and the final grade of the course will be 100% the grade of this exam.

## WORKING SCHEDULE

To be determined by course instructors

## REFERENCES

### References

#### Books

##### Major references:

Johnson, G., Whittington, R., Scholes, K., Angwin, D., Regnér, P. (2017). *Exploring Strategy. Text and Cases*, 11th ed., Harlow: Pearson Education.

##### Other references:

COLLINS, James Charles; COLLINS, Jim. *Good to great and the social sectors*. Random House, 2006.

HELFAT, C. E., FINKELSTEIN, S., MITCHELL, W., PETERAF, M., SINGH, H., TEECE, D., & WINTER, S. G. *Dynamic capabilities: Understanding strategic change in organizations*. John Wiley & Sons, 2009.

KIM, W. Chan; MAUBORGNE, Renee. *Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant*. Harvard Business Review Press, 2015.

VON NEUMANN, John; MORGENSTERN, Oskar. *Theory of games and economic behavior*. Princeton University press, 2007